

JAY STEFANELLI, Ph.D.

- Education: **RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY**
Doctor of Philosophy (Ph.D.), Higher Education, May 2021
Dissertation: Using Binary Logistic Regression to Analyze the Predictive Validity of Undergraduate GPA and Standardized Test Scores in Master's Student Degree Completion
Master of Business Administration (M.B.A.), January 2011
Bachelor of Science (B.S.), Administration of Justice, May 2003
- Experience: **RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY** New Brunswick, NJ
2020-Current **Director, One Stop Student Services Center**
2018-2020 **Assistant Director, One Stop Student Services Center**
- Represent the One Stop and serve as a leader within the university and an ambassador within the greater university community to build relationships that drive student success.
 - Identify and present areas of opportunity and innovation to university partners to streamline services, improve efficiency and effectiveness, and enhance the student experience.
 - Collaborate with the Office of Financial Aid, Office of the Registrar, and Student Accounting, Billing, and Cashier Services, and all partners of the One Stop to assist students as they navigate a path from matriculation to their initial and future vocations.
 - Ensure seamless, integrated, cross-functional service in the areas of admissions, financial aid, student accounting, registration, and enrollment in general to all student populations and constituents of the university.
 - Oversee allocation of financial resources and budget management for the department.
 - Provide leadership to a team of twenty-three, manage the day-to-day operations, and develop and implement the long-term, strategic goals of the One Stop Student Services Center.
 - Hire, coach, supervise, and evaluate staff, promote a high level of customer service, and oversee operations and workflow management of the One Stop.
 - Develop, manage, collect, analyze, and display key performance indicators and produce statistical reports and dashboards on individual and organizational performance/trends based on transactions (in-person, online, email, phone, etc.).
 - Develop, implement, and maintain initiatives and programs to identify historic trends, staffing needs, impact on resources, and forecast future trends.
 - Ensure adequate staffing levels and tracking (in-person and remote) to meet customer service expectations; conduct process analysis through evaluation of work processes and customer satisfaction levels, recommend improvements, and identify and mitigate conflicts.
 - Monitor customer satisfaction levels after walk-ins, webform and email submissions, and phone calls to improve business processes and staff effectiveness.
 - Monitor communication channels to ensure inquiries and requests are processed in a kind, knowledgeable, timely, and efficient manner.
 - Collaborate with OIT and central university units to develop unified forms and electronic systems to enhance virtual and physical student services.
 - Develop new and innovative technologies and process solutions to enhance student services that meet the changing needs of students.
 - Facilitate presentations to students, parents, and other university staff at New Student Orientation, Parent Orientation, as well as other internal and external programs.
 - Meet with current and prospective students/families, schools, and/or university personnel for the purpose of discussing One Stop policies, procedures, and services.
 - Create a positive work environment with intentionality to embrace diversity and foster community and inclusiveness.
 - Serve on University-wide committees, working groups, and task forces focused on student success.
 - Participate in meetings on behalf of the Assistant Vice Chancellor of Enrollment Management, as needed.

2014-2018
2014

RUTGERS, SCHOOL OF COMMUNICATION AND INFORMATION New Brunswick, NJ
**Assistant Dean, Associate Director of Student Services for Enrollment Management 2012-
Coordinator of Graduate Student Services, Student Counselor**

Recruitment/Admissions

- Collected and analyzed enrollment data weekly to identify and report trends and KPIs.
- Performed and evaluated recruitment functions and implemented effective engagement programming for prospective and current students; plan, implement (including presenting), perform initial outreach and follow-up for campus visits, information sessions, open houses, and orientations (held online and on-campus).
- Coordinated and implemented a national strategy to target, recruit, enroll, and advise new/current graduate students via collaboration with Graduate Admissions staff and department dean, chairs, and faculty.
- Collaborated with the marketing team in content creation and provided feedback on effective advertisements, dissemination of strategic communications (phone, email, text), and the use of social media.

Student Services/Retention

- Served as the initial point of contact for the entire student lifecycle (recruitment through graduation) and delivered high-level, timely customer service.
- Provided academic advising to ensure quality student support for all on-campus, online, and non-degree students; and mentor, coach, and encourage student groups.
- Acted as ambassador to key university offices; Registrar, Admissions, Financial Aid, Student Accounts, CAPS, Disability Services, etc.
- Provided leadership and administration for activities related to student academic records and registration processes including course descriptions and catalogs, class scheduling, grade collection and posting, transcripts, degree audits, graduation, commencement lists, and enrollment reports.
- Communicated academic policies, deadlines, and academic issues to faculty and students.
- Developed and implemented outreach activities and retention initiatives for at-risk students.
- Evaluated and effectuated the scholastic standing policy.
- Provided approval for grade and credit change requests by students and faculty.

Community/Engagement

- Built and fostered community through openness, transparency, and respect by making myself available, through engaging and sincere interactions.
- Promoted engagement in student organizations, internships, colloquia, and other campus resources through strategic communication, ensuring that all students acclimate to our graduate community and have a positive, fully informed, and meaningful experience.
- Mentored and encouraged the student services staff by investing in their personal and professional development.

Implementation Project Manager and System Administrator for Salesforce CRM

- Managed the Request for Proposal (RFP) process in gathering technical and usability requirements from interested stakeholders for new CRM tool through product selection.
- Worked with our vendor to ensure successful implementation of multiple modules.
- Acted as system administrator and super-user in mapping data from Rutgers SRDB to CRM.
- Adapted current and create new business processes to improve recruitment and retention effectiveness and efficiency.
- Automated pertinent communication to prospective, new, and continuing students.

2008-2012

MONTCLAIR STATE UNIVERSITY, THE GRADUATE SCHOOL Montclair, NJ
Assistant Director of Enrollment Services

- Trained and supervised full-time Graduate School staff with a service-oriented approach; included conduct issue resolution, goal setting, and performance review.
- Developed customized, accurate, and thorough reports for the University's Deans, Department Chairpersons, Program Coordinators, Vice Provost, and Provost.
- Created and implemented benchmarking and process improvement initiatives; worked to craft the most efficient and effective workflow in the admissions process.
- Reviewed School of Business applications; complied with AACSB accreditation standards.

- Served as chairperson for the Graduate Student (Goldfarb) Scholarship Committee; managed \$100,000+ scholarship fund.
- Collaborated with Technology Coordinator to enhance reporting methods, optimized website usability, and enhanced existing and built new information systems (inquiry tracking, admission/enrollment tracking, scholarship administration, and event management).

2007-2008

Enrollment Coordinator

- Increase student yield by converting non-degree students to degree-seeking students, certificate students to master's degree students, and incomplete applicants to complete applicants through routinely scheduled and individualized outreach.
- Provide general advisement for all newly admitted students by answering complex questions regarding the registration process (enrollment, financial aid, and graduate orientation).
- Collaborate with Global Education to review and process Fulbright applications

2005-2007

BLOOMFIELD COLLEGE

Bloomfield, NJ

Transfer and Adult Admission Counselor

- Reviewed applications and determined scholarship eligibility for incoming students. Increased transfer student inquiries 4.9%, applications 8.9%, and enrollment 28%.
- Worked with transfer students; actively recruited NJ, NY, and PA community schools, and guided prospects and applicants through the entirety of the admissions process.
- Actively recruited adult students for non-traditional programs through outreach to local businesses, hospitals, and community-based organizations.
- Conducted prospect interviews, pre-admission counseling, and follow-up for the recruitment of evening, weekend, and post-baccalaureate students.
- Collaborated with Marketing Director and Director of Admissions on promotional materials; flyers, advertisements, brochures, and web content.
- Developed and coordinated various campus events such as open houses, registration events, and orientation.

Highlights:

RUTGERS, ONE STOP STUDENT SERVICES CENTER

- Contributed to building a revolutionary new department at Rutgers University
- Managed team that processed more than 193,000 student inquiries (2020-2021)
- Managed team with superlative student satisfaction metrics across all categories (2020-2021):
 - Friendliness (92%), Knowledge (85%), Timeliness (80%), Overall experience (81%)
- Acted as functional lead for Salesforce CRM case management module implementation
- Collaborated with architects/designers in crafting a state of the art student-centered facility
- Awarded inaugural "Student Affairs Campus Partner of the Year" for 2020/21 academic year
- Designed and opened a 75,000 sq. ft. facility dedicated to serving students and their families
- Integrated two call centers into a cross-functional, multi-unit, single point of contact

RUTGERS, SCHOOL OF COMMUNICATION AND INFORMATION (SC&I)

- Increased master's population by 22.7% (Fall 2017 vs. Fall 2013)
- Increased applications by 28.8% (2017 vs. 2013)
- Increased new student enrollment by 57.9% (2017 vs. 2013)
- Increased recruitment event attendee conversion:
 - 56.7% of attendees applied, 37.6% admitted, 36.4% enrolled
- Recruitment event attendees accounted for ~25% of all new students (2013 to current)

MONTCLAIR STATE UNIVERSITY

- Increased new student interest and enrollment
 - Increased applications by 14.9%, completed applications by 26.0%, admitted students by 10.4%, and total enrollment (FTE) by 19.7%
- Increased prospective and new student participation in on-campus events
 - Increased new student participation in Orientation by 84.8%
 - Increased prospective student attendance at Information Sessions by 57.6%
- Increased the number of students in degree- and certificate-seeking programs by 6.3%
- Collaborated with IT to create an online application review system.

- Presentations:
- Bhalla, Deepa R. & Stefanelli, James R. (2023, March). *Empowering Students through Virtual and Self-Service Platform Implementations*. Conference presentation at the National Association of College and University Business Officers (NACUBO) Student Financial Services Conference, Philadelphia, PA.
 - Stefanelli, James R., Bhalla, Deepa R. & Kim, Don, (2022, November). *RevolUtionary renovation: An Architectural and Student-centered Approach to Building a One Stop at Rutgers Flagship Campus*. Conference presentation at the Integrating Student Services Professionals (ISSP) Annual Conference, Austin, TX.
 - Stefanelli, James R., & Bhalla, Deepa R., (2022, June). *Our One Stop Journey: Embracing an Integrated Student Service Model Through a Process Improvement Framework*. Conference presentation for the American Talent Initiative 2022 Summer Institute on Equity in the Academic Experience (online)
 - Stefanelli, James R., & Bhalla, Deepa R., (2022, March). *Overcoming a Legacy Mindset: Driving Institutional Progress via a Collaborative and Process- Driven Approach*. Conference presentation for the New Jersey-New York Association of Collegiate Registrars and Admissions Officers (NJNY ACRAO) (online)
 - Stefanelli, James R., (2022, February). *Master's Student Degree Completion: A Statistical Analysis of Master's Student Retention, Graduation Rates, and Time to Degree*. Invited presentation for the Consortium for Student Retention Data Exchange (CSRDE). (online)
 - Stefanelli, James R., (2020, November). *Master's Student Degree Completion: A Statistical Analysis of Master's Student Retention, Graduation Rates, and Time to Degree*. Conference presentation at National Symposium for Student Retention (NSSR) 16th Annual Conference, Pittsburgh, PA. (online)
 - Wu, Long, Stefanelli, James R., Jones, Stephanie, & Bhalla, Deepa R., (2020, November). *The Odd Couple for Optimizing Student Success: Strategies for Creating Partnerships between Enrollment Management and Student Affairs*. Conference presentation at the National Association for Student Affairs Professionals (NASPA) Annual Conference, Austin, TX. (online)
 - Wu, Long, Stefanelli, James R., Jones, Stephanie, & Bhalla, Deepa R., (2019, December). *The Odd Couple for Optimizing Student Success: Strategies for Creating Partnerships between Enrollment Management and Student Affairs using Data and Theory*. Conference presentation at the Rutgers Excellence in Students Affairs (RESAC) Annual Conference, New Brunswick, NJ.
 - Jones, Stephanie, Stefanelli, James R., & Bhalla, Deepa R., (2019, October). *Ready, Set, Assess! A Beginner's Guide to Building Meaningful and Operational Assessment for a One Stop Student Services Model*. Conference presentation at ISSP Annual Conference, Miami, FL.
 - Stefanelli, James R., Brescia, Stephanie, & Gigliotti, Ralph A., (2019, July). *Diversity in the Academy: Exploring the Intersection of Leadership Development and Doctoral Education* [Presentation canceled]. Conference presentation at the Association of Leadership Educators (ALE) Annual Conference, Tampa, FL.
 - Stefanelli, James R., & Newman, Maureen., (2019, July). *Tracking Your Traffic: Using TargetX Engage to Collect, Manage, and Predict Walk-in Workflow*. Conference presentation at the Target X Summit, New Orleans, LA.
 - Gigliotti, Ralph A., Dwyer, Maria, Brescia, Stephanie, Gergus, Magy, & Stefanelli, James R., (2018, November). *Learning Leadership in Higher Education: Implications for Graduate Education*. Conference presentation at The National Communication Association (NCA) 104th Annual Convention, Salt Lake City, UT.
 - Stefanelli, James R., & Jones, Stephanie, (2018, October). *"Never work a day in your life" Exploring the interplay between student engagement, student development, and job satisfaction for academic advisors*. Conference presentation at the NASPA Region II Conference, Jersey City, NJ.
 - Stefanelli, James R., & Machiaverna, Allison, (2018, April). *Innovation vs. Sustainability: A Case Study of a Successful Graduate Ambassador Program Destined to Fail*. Conference presentation at The Association for Graduate Enrollment Management (NAGAP) 31st Annual Conference, New Orleans, LA.

- Stefanelli, James R., (2017, April). *The Multi-Modality Approach: A Single New-Student Orientation for Online, On-campus & Hybrid Students*. Conference presentation at NAGAP 30th Annual Conference, Salt Lake City, UT.
- Stefanelli, James R., (2016, April). *Grand Ole Orientation: Building community by integrating new student orientation for online and on-campus populations*. Conference presentation at the NAGAP 29th Annual Conference, Nashville, TN.
- Stefanelli, James R., & Liberi, Amy, (2015, April). *Building Graduate Community: A strategic approach to engaging your graduate students*. Conference presentation at the NAGAP 28th Annual Conference, New Orleans, LA.

Publications

- Stefanelli, J. (2024, pending). *Exploring the Impact of an Integrated Student Services (“One Stop”) Model for Graduate Students*. In Kania, S. & Paris J. (Eds), *Handbook for Graduate Enrollment Management*. Taylor & Francis.
- Stefanelli, J. (2022). *Exploring the Impact of an Integrated Student Services (“One Stop”) Model on Access, Affordability, and Student Retention*. Conference proceedings for the National Symposium for Student Retention (NSSR) 18th Annual Conference, San Diego, CA, 145-149. <https://csrde.ou.edu/wp-content/uploads/2022NSSRProceedings.pdf>
- Stefanelli, J. (2021). *Using binary logistic regression to analyze the predictive validity of undergraduate GPA and standardized test scores in forecasting master’s student degree completion* [Doctoral dissertation, Rutgers University, School of Graduate Studies]. <https://doi.org/10.7282/t3-fafc-ae06>
- Stefanelli, J. (2020). *Master’s Student Degree Completion: A Statistical Analysis of Master’s Student Retention, Graduation Rates, and Time to Degree*. Conference proceedings for the National Symposium for Student Retention (NSSR) 16th Annual Conference, Pittsburgh, PA.
- Gigliotti, R. A., Dwyer, M., Brescia, S. A., Gergus, M., & Stefanelli, J. R. (2020). Learning leadership in higher education: Communicative implications for graduate education. *Atlantic Journal of Communication*, 28(4), 209–223. <https://doi.org/10.1080/15456870.2020.1720990>

Memberships/
Affiliations:

- Member, Scarlet Guarantee Student Support Committee, Rutgers–New Brunswick (2022)
- Member, Student Experience and Inclusive Pedagogy Task Force, Rutgers–NB (2022)
- Member, Withdrawal Process Redesign Working Group, Rutgers–NB (2022)
- Member, Strategic Enrollment Planning Committee, Rutgers–NB (2021-current)
- Member, Student Success Steering Committee, Rutgers–NB (2021-current)
- Member, Student Success Information Working Group, Rutgers–NB (2020)
- Member, COVID-19 Emergency Operations Committee, Rutgers–NB (2020)
- Member, Graduate Student Orientation Task Force, Rutgers–NB (2015-2018)
- Member, Web Team, Rutgers SC&I (2015-2018)
- Member (ex officio), Scholastic Standing Committee, Rutgers SC&I (2012-2018)
- Instructor, Public Speaking (Rutgers University, Fall 2013-current)
- Instructor, New Student Seminar, Montclair State University (2008-2011)
- Member, Integrated Student Services Professionals (ISSP) (2018-current)
- Member, National Association for Student Affairs Professionals (NASPA) (2018-current)
- Member, National Association for Graduate Enrollment Management (NAGAP) (2008-2018)
- Member, The National Eagle Scout Association (NESA) (1999-current)

Additional:

- Mastery of MS Office Suite, Adobe Acrobat, Adobe Photoshop, Qualtrics TargetX CRM, Salesforce CRM
- Proficient with Stata: Software for Statistics and Data Science, Tableau